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Title: Leaders Value the Legacy They Create

Author(s): Fitch, Joseph Patrick

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Leaders Value the Legacy They Create

↑
[Safety]

↑
[in Their Discipline]

Pat Fitch

Associate Laboratory Director
Chemical, Earth, & Life Sciences
Director, Special Office for COVID-19
Member, Culture Alliance

May 19, 2021

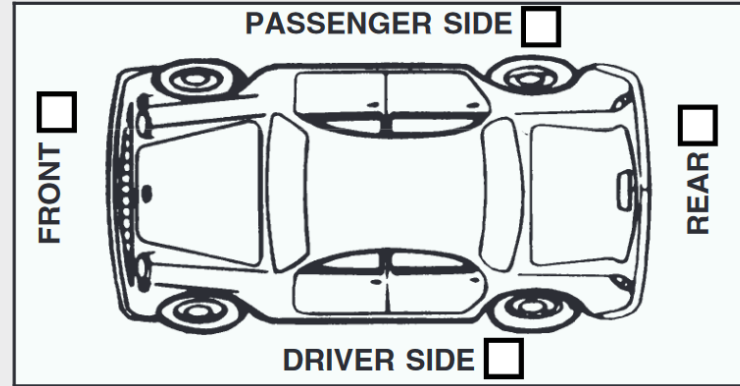
1990: \$18,900 → 2021: \$32,850



“I can fix that...”

- If it were only money!
- What really mitigates risk?

INDICATE DAMAGED AREA OF RENTAL VEHICLE "X"



Was there an Injury or Fatality?

☐

Is “Simultaneous Excellence” your intended legacy?

- Supporting evidence
 - Simultaneous Excellence
 - Engagement
 - Culture \leftrightarrow Safety Performance
- Personal experiences
 - Car rental
 - Clean sheet of paper
 - 45 seconds

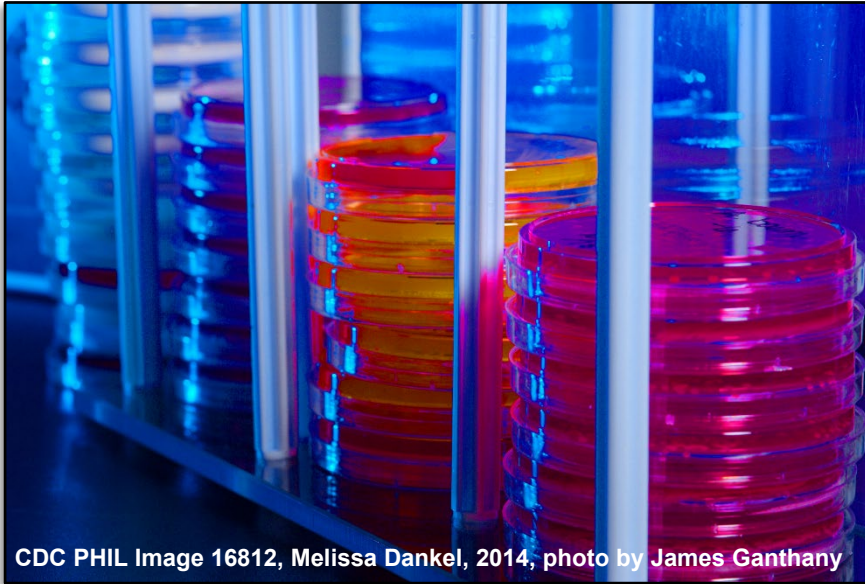


Even new organizations are NOT clean sheets of paper

- Do not assume
- Engagement: Leader-Follower
- Fairness and accountability
- Reporting
- Ownership – “It was me!”
- Peer-to-peer culture: Leader-Leader
- 3,000+ days



Case Study: Five Petri dishes, less than 45 seconds ...



CDC PHIL Image 16812, Melissa Dankel, 2014, photo by James Ganthany



CDC PHIL Image 1165, Dr. James Feeley, 1980



Leaders Value the Legacy They Create


[Safety]


[in Their Discipline]

- Suggestions
 - Start with what you know best (discipline)
 - Expand to simultaneous excellence (add safety first?)
 - Engagement: ask, listen, assist, coach
 - Accountability: develop and use a graded approach (“ruler”)
- ?Culture is the worst behavior tolerated by an organization?
 - Everyone watches what is, and is not, done



PRINCIPLES FOR A STRONG LABORATORY CULTURE

~~Principles for a strong operational culture~~

~~Principles for a strong safety & security culture~~

~~Principles for a strong safety culture~~

1. Everyone is personally responsible for ensuring **[safe operations]** excellence
2. Leaders value the **[safety]** legacy they create **[in their discipline]**
3. Staff raise **[safety]** concerns because trust permeates the organization
4. Cutting-edge mission **[science]** requires cutting-edge operations **[safety]**
5. A questioning attitude is cultivated
6. Learning never stops
7. Hazards are identified and evaluated for every task, every time
8. A healthy respect is maintained for what can go wrong ... and what must go right

